RESEARCH PROPOSAL

Job Characteristics and Performance: A Serial Mediational Role of Job Crafting and Work Engagement

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INTRODUCTION

The service industry is “that part of the economy that creates services rather than tangible products”. A marked growth has been seen in the service sector all over the world as a result of increasingly mechanised production of goods in manufacturing sector leading to shrinkage of manpower requirement in manufacturing sector. Service industry in India is majorly comprised of information technology, education, trade, banking, media and entertainment, tourism and hospitality, transportation and warehousing, etc. According to a report released by Indian Ministry of Tourism in 2016, “the Indian tourism and hospitality industry has emerged as one of the key drivers of growth among service sector in India”. As a result the tourism and hospitality industry in India has become a large employment creator as there is a significant potential for tourism in India due its varied and rich culture. Hotels and restaurants along with trade and repair services are the third largest sub-segment of growing service industry in India and are growing at the fastest rate over the period 2011-12 to 2014-15.

Job design is a top-down process to describe jobs and select individuals to match those descriptions in terms of skills, knowledge, abilities, etc. Therefore Job design describes how “jobs, tasks, and roles are structured, enacted and modified and what the impact of these structures, enactments and modifications are on the individual, group, and organizational outcomes” (Grant & Parker, 2009). A well-designed job leads to various positive outcomes like wellbeing, satisfaction, engagement, resilience, thriving, better performance, etc. The most basic model of job design is job characteristics model given by Hackman and Oldham (1980).

Job characteristics refer to “specific aspects of job such as knowledge and skills, mental and physical demands, and working conditions that can be recognized, defined and assessed” (Naude, 2010; Schuurman, 2011). Attributes of job that serve as motivational functions are considered in job characteristics. These attributes focus on improving the performance of

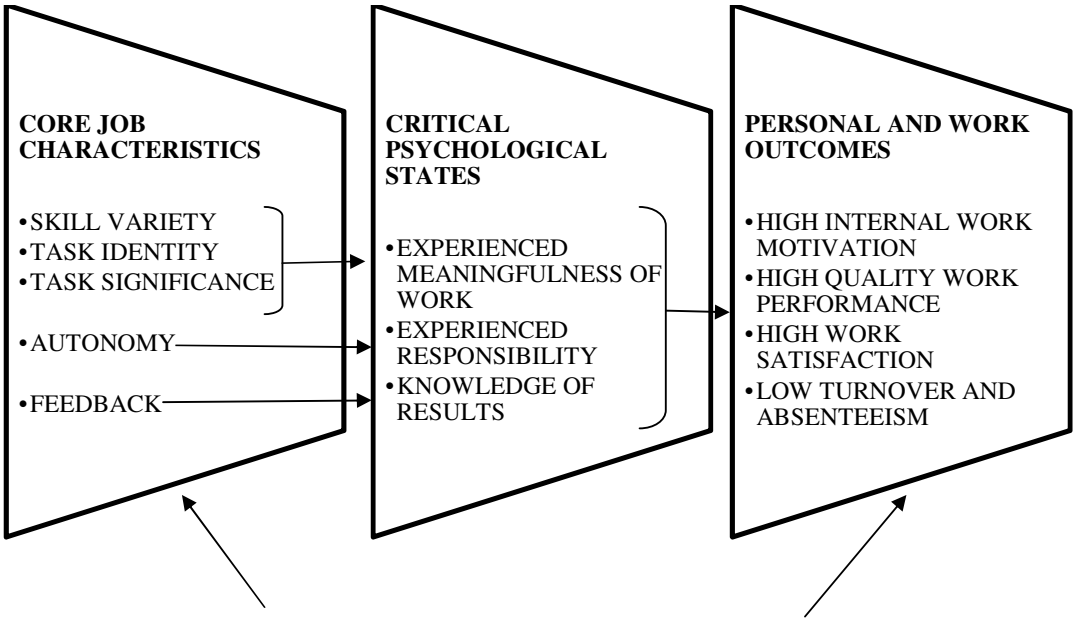
employees by enhancing their job with the five dimensions that come under job characteristics : skill variety, task identity, task significance, autonomy and feedback (Griffin & Moorhead, 2010; Bacha, 2014). These five core dimensions influence the three critical psychological states as given by Hackman and Oldham (1980). The three psychological states are experienced meaningfulness, experienced responsibility and knowledge of results. According to the job characteristics model given by Hahckman and Oldham experienced meaningfulness is a product of skill variety, task identity and task significance, with the presence of these three dimensions employees experience meaningfulness in their work. Responsibility comes from having autonomy in work and feedback provides knowledge of results.

The five core job characteristics are defined as:

1. Skill Variety: The degree to which a job requires workers to draw from various skills, abilities, talents and wide range of knowledge.
2. Task Identity: The degree to which a job involves the worker to perform a “whole and identifiable” piece of work i.e., the job has an identifiable beginning and an end.
3. Task Significance: It refers to the importance if task. The degree to which a job has a substantial effect on the lives or work of other people.
4. Autonomy: The degree to which a job allows the worker a substantial freedom, independence and discretion to schedule and decide how to carry out work, in short job independence.
5. Feedback: The degree to which the work provides knowledge about the effectiveness of work performed. It is the objective information about the progress of work which can come from both, the job itself and the supervisor.

As the present study focuses on the five core job characteristics, the resulting psychological states occurring as a presence of these core characteristics are not discussed in detail.

Job Characteristics Model of Work Motivation



A new approach of job redesign at individual level by employees themselves is known as job crafting. Job crafting is a bottom-up process as opposed to the traditional top-down process of job design. It is a proactive behaviour in which employees themselves try to alter their job to achieve meaningfulness in their work. It is an alternative perspective of job design.

Job crafting was first introduced by Wrzesniewski and Dutton in 2001, and defined job crafting as ‘‘the physical and cognitive changes individuals make in the task or relational boundaries of their work’’. With job crafting employees have the scope to change the task and social components of their job by way of altering their task and relational boundaries. Such alterations lead to a different experience of work meaningfulness. Job crafting can be applied in varied degrees from highest to lowest level of organization as well as from simple routine jobs to the most complex jobs. Various positive outcomes of job crafting are psychological wellbeing (Berg, Grant & Johnson, 2010), work engagement and performance

(Tims, Bakker & Derks, 2012), organizational citizenship behaviour, job satisfaction, affective commitment, flourishing and reduced turnover intention.

Types of job crafting:

1. Task Crafting : "Job crafting through changing tasks"

   This refers to changing the physical or temporal boundaries of task. The employees attempt to change their formal job responsibilities by adding or eliminating a task, reconsidering the time and effort devoted to various tasks, etc. e.g., "a teacher who spends time learning new classroom technology to fulfill his passion for IT"

2. Relational Crafting : "Job crafting through changing relationships"

   This refers to alterations in interpersonal interactions at work in the process of performing a task i.e., when, how or with whom to interact. This involves creating or sustaining beneficial relationships at work, spending more time with preferred individuals, and avoiding less favourable individuals. e.g., "a marketing analyst forming a relationship with someone in sales to better understand the impact of his work on salespeople"

3. Cognitive Crafting : "Job crafting through changing your perceptions"

   This refers to reframing the cognitive boundaries to alter the perceptions that employees have about the task and relationships at work. By altering their perceptions employees change the significance of their work. e.g., "a custodian who thinks of his job as enabling education by providing clean, distraction-free classrooms for students"

The present study will be conducted on hotel employees who are constrained to take multi-directional and difficult operations in their work process. They have to constantly deal with unpredictable demands and different needs of each customer. For this purpose hotel establishments require people who are proactive rather than reactive, who can deal with unpredictable circumstances, identify opportunities, seek challenging work and are able to define job themselves with new tasks and goals. Because of this job crafting is seen as a

crucial component to gain success by hotel establishments. It has come to become an important factor to satisfy customer needs and gain success by hotel establishments. (Kanten, 2014; Karatepe, 2012).

Work engagement was first defined by Kahn (1990) as "a construct that refers to the investment of physical, cognitive and emotional energy at work". Authentic selves of engaged employees can be witnessed through physical involvement, cognitive awareness and emotional connections.

In 2002, Schaufeli, Salanova, Gonzalez-Roma and Bakker defined work engagement as "a positive, fulfilling, work-related state of mind that is characterised by vigor, dedication and absorption". Vigor refers to high levels energy and resilience, investing great deal of effort in performing tasks and to maintain such investment in the face of difficulties. Dedication refers to high levels of involvement, enthusiasm and feeling challenged by one's work. Employees with dedication have a sense of pride, significance and inspiration. Absorption refers to being happily engrossed and immersed in work and losing a sense of time.

Contextual factors that affect work engagement are social support, performance feedback, job control, task variety, learning opportunities and daily fluctuations in autonomy. (Hakanen, Perhoniemia, Toppinen-Tannera, 2008)

Personal factors influencing work engagement are self-efficacy, self-esteem, resilience (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2007) and by experiencing positive off-job social, creative or sportive leisure activities. (Hooff, Geurts, Beckers & Kompier, 2011)

Work engagement leads to various positive outcomes such as job satisfaction, job involvement, organizational commitment, in-role performance, extra-role performance, low turnover intention, etc. (Schaufeli & Bakker, 2004)

The most studied outcome variable in management, occupational health and industrial-organizational psychology is performance. **Individual work performance (IWP)** can be

defined as “behaviours or actions that are relevant to the goals of the organization” (Campbell, 1990). IWP does not focus on results of actions, rather it focuses on behaviours or actions of employees, the behaviours that are under the control of individuals excluding the ones that are constrained by environment. (Rotundo & Sackett, 2002)

Broadly, there are three dimensions of IWP. The most attended to dimension is task performance, second dimension is contextual performance and the third is counterproductive work behaviour.

Task performance, also called in-role performance refers to “the proficiency with which individuals perform the core substantive or technical tasks central to his or her job” (Campbell, 1990). It is the proficiency with which one performs the central tasks of the job. Of course, the central tasks will differ from job to job. It may include work quality, work quantity and job knowledge. Borman and Motowildo (1997) defined task performance as “the effectiveness with which employees perform activities that contribute to the organization’s technical core.” It includes activities that are formally prescribed in the job description and evaluates the basic required duties of the job (Ng & Feldman, 2009)

Contextual performance, also known as extra-role performance is defined as “behaviours that support the organizational, social and psychological environment in which the technical core must function” (Borman and Motowidlo, 1993). Behaviours that go beyond the formally defined work goals come under contextual performance like taking on extra tasks, coaching newcomers, and showing initiative. The behaviour that supports the climate and culture of an organization but may not necessarily support the technical core represents contextual behaviour (Jex & Britt, 2008). Contextual activities promote organizational effectiveness by shaping the organizational, social and psychological context.

Counterproductive work behaviour (CWB) is defined as “behaviour that harms the well-being of the organization” (Rotundo and Sackett, 2002). It includes engaging in off-task

behaviour, absenteeism, being late, substance abuse, theft, etc. CWB can also be defined as "an intentional employee behaviour that is harmful to the legitimate interests of an organization" (Gruys & Sackett, 2003). Any intentional unacceptable behaviour that has a potential negative consequence for the organization and the people working in it is a CWB. At individual level CWB acts may include gossiping, bullying, harassment, stealing, etc. At organizational level CWB acts include misuse of employer's asset, absenteeism, fraud, nepotism, etc.

So, job characteristics leads way to job crafting by encouraging the employees to alter the boundaries of their task to suit their comfort level. Employees who proactively reshape their jobs are engaged to perform better as a result of the opportunity provided them to alter their task boundaries. However, sometimes this freedom to alter the tasks may also result in undesirable behaviours from the employees.

REVIEW OF LITERATURE

The review discusses the previous findings of the variables under study. Review for each variable was studied to understand the nature of the variables from the empirical viewpoint. Also the review for relationship among the variables was probed to set direction for the present research. However, the review for job crafting in relation with other variables under the study is not enough as being a new construct, the empirical testing is still in its pioneering stage.

- JOB CHARACTERISTICS

A study explored the relationship between job characteristics and organizational citizenship behaviour with the mediating role of job satisfaction. 270 employees were examined for the purpose. A significant positive relationship was found between job variety, job significance and organizational citizenship behaviour and there was no relationship found between job identity, autonomy, feedback and organizational citizenship behaviour. For the meditational effects, intrinsic satisfaction mediated the relationship between job variety, job significance and organizational citizenship behaviour. Extrinsic satisfaction was not revealed as the mediator between job characteristics and organizational citizenship behaviour. (Chiu & Chen, 2005)

A study with the mediating role of job characteristics between transformational leadership and job behaviours like task performance and organizational citizenship behaviour found a significant relationship between core job characteristics and transformational leadership. (Piccolo & Colquitt, 2006)

Another study investigated the relationship between job characteristics, organizational citizenship behaviour and work attitudes like job satisfaction and organizational commitment. It was seen that organizational citizenship behaviour was not predicted by job characteristics and job satisfaction was significantly predicted by task identity and job scope dimensions of

job characteristics. It was also found that job characteristics did not predict organizational commitment. (Unuvar, 2006)

A study on bank employees where job characteristics was studied as a predictor of work motivation and job satisfaction revealed that job characteristics was a significant predictor of intrinsic motivation, extrinsic motivation and job satisfaction. Task identity was the most powerful predictor of intrinsic motivation and job satisfaction whereas the only predictor of extrinsic motivation was feedback. (Hadi & Adil, 2010)

The impact of job characteristics and job satisfaction on turnover intention was investigated on 100 employees in Palestine. It was found that there was a negative significant relationship between job characteristics and turnover intention and job satisfaction was the most important predictor to reduce turnover intention. (Saleh & Yaghi, 2011)

The effects of the job characteristics dimensions of skill variety, task identity, task significance and autonomy were investigated on burnout with the mediating role of work meaningfulness on hospital employees. All the job characteristics had significant negative relationship with the each dimension of burnout except for task significance which was not correlated to exhaustion. (Bremner & Carrière, 2011)

A study on the effect of job characteristics on satisfaction and performance was conducted on Egyptian agricultural extension system. All the dimensions of job characteristics except task autonomy were significant and positive predictors of job satisfaction. All the job characteristics factors except task variety showed positive non significant relationship self-perceived levels of performance. (Kassem & Sarhan, 2013)

Job characteristics were also studied as a moderator between personality and variables like burnout, job satisfaction and commitment. It was seen that the relationship between relationship between conscientiousness and burnout was moderated by autonomy, and relationship between agreeableness and burnout was moderated by feedback. Relationship

between neuroticism and organizational commitment was moderated by skill variety. For job satisfaction there were no significant moderators found.(Doyle, 2014)

Another study investiged the impact of job characteristics on burnout with work family conflict as a mediating variable and job satisfaction as a moderator. The results found that the relationship between job characteristics and burnout was partially mediated by work family conflict. Relationship between job characteristics and burnout was moderated by job satisfaction and it was found that the relationship was weaker for employees who had high levels of job satisfaction. (Özbağ & Ceyhun, 2014)

One more study on banking sector to investigate job characteristics as an antecedent of job satisfaction revealed that all the five job characteristics namely, skill variety, task identity, task significance, autonomy and feedback are significantly and positively related to job satisfaction. Task identity was found to be the most powerful predictor of job satisfaction. (Anjum, 2014)

Another study was conducted to investigate work involvement as a mediator between job characteristics and performance which included task performance and organizational citizenship behaviour. It was found that only feedback had a direct significant and positive relationship with work involvement. It was also found that work involvement mediated the relationship between only feedback dimension of job characteristics and task performance and organizational citizenship behaviour. (Johari, Yean, Yahya, & Adnan, 2015)

- JOB CRAFTING

A study on Job crafting and the pursuit of happiness at work was conducted. The variables included in the study were personality which included work locus of control and proactive personality, job satisfaction, affective organizational commitment and job crafting as a mediator of personality-job attitude relationships. The results were personality traits of work

locus of control and proactive personality were positively related to job crafting, job crafting was positively correlated with overall job satisfaction, job crafting was positively correlated with affective organizational commitment, and job crafting will mediate the relationship between proactive personality and job satisfaction, it will mediate the relationship between work locus of control and job satisfaction. The sample consisted of 285 participants. (Kirkendall, 2013)

Another study was conducted on Egyptian medical centres' to see the effects of job crafting on organizational citizenship behaviour. The study was conducted at 9 hospitals with a sample of 412 Nurses-Physicians' data. It was found that task and relational crafting are predictive variables of organizational citizenship behaviour. (Shusha, 2014)

In a study it was examined how organizational embeddedness and affective commitment influence job crafting. The sample consisted of 220 employees working in a manufacturing company in China. The results indicated that organizational embeddedness and effective commitment were both related to job crafting. (Zhang, 2014)

The role of job autonomy, social skills and employee status was examined as factors related to employee job crafting. The study was conducted on full-time and part-time employees in Japan. It was found that job autonomy and social skill both directly and interactively influenced job crafting for part-time employees in Japan. It was further found that for full-time employees in Japan, job autonomy had a stronger impact on job crafting when employee status was high, and that social skill had the strongest impact on job crafting when job autonomy was high and employee status was low. (Sekiguchi et al., 2014)

A study examined the antecedents of job crafting which included perceived organizational support, job characteristics and self-efficacy on 252 hotel employees. According to the results of study, from the individual antecedents' perspective, it is found out that self efficacy has a positive and significant effect on job crafting. However, from the organizational perspective,

research results indicate that some of the dimensions of job characteristics skill variety and feedback effect job crafting positively, whereas task significance & autonomy dimension has no significant effects on job crafting. Moreover, it is seen that perceived organizational support dimensions (perceived supervisory support and perceived management support) have no significant effect on job crafting. (Kanten, 2014)

A study on variables job crafting, turnover intention, meaningful work and employee engagement investigated whether employees employed by the audit firms in South Africa engage in job crafting to modify their work environment (i.e. job resources, personal resources and job demands, as illustrated in the Job Demands Resources model) to cultivate meaningful work that decreases turnover intentions while increasing employee engagement. Quantitative data was collected from 391 employees employed by audit firms operating in the South African financial services industry. The findings were employee engagement has a significant negative impact on turnover intention, employee engagement has a significant positive impact on job crafting, Job crafting has a significant positive impact on employee engagement, Job crafting has a significant negative impact on turnover intention, Job crafting has a significant positive impact on meaningful work, Meaningful work has a significant negative impact on turnover intention, and Meaningful work has a significant positive impact on employee engagement. (Westhuizen, 2014)

A hypothesized model in which perceived autonomy support predicts job crafting, which in turn predicts workplace well-being was tested using structural equation modelling. Although this hypothesized model adequately fit the data, an alternative model in which autonomy support and job crafting were correlated independent predictors of well-being best fit the data. Supplemental analyses supported a synergistic relationship, in which the combination of job crafting and autonomy support was associated with the highest levels of workplace well-being. The sample size was 250. (Slemp & Vella-Brodrick, 2015)

A study on job crafting and extra-role behaviour with work engagement and flourishing as mediators in which job crafting included reducing job demands, seeking challenges and seeking job resources; extra-role behaviour included contextual performance and creativity. Data was collected from 294 employees and their supervisors. The results obtained were seeking resources had a positive relationship with work engagement and flourishing, reducing job demands had a negative relationship with work engagement and was unrelated to flourishing, and seeking challenges was unrelated to both work engagement and flourishing. Work engagement was positively related to creativity and contextual performance, flourishing was positively related to creativity and unrelated to contextual performance. Seeking resources seems to facilitate extra-role behaviour through work engagement and flourishing whereas reducing demands seems to inhibit extra-role behaviour through work engagement rather than flourishing. Seeking challenges had no direct relationship with extra-role behaviour. (Demerouti, Bakker, & Gevers, 2015)

- WORK ENGAGEMENT

  A study on mentoring to foster work engagement and affective commitment revealed that work engagement and satisfaction with mentor were significantly related i.e., the more the satisfaction with mentor more will be the level of engagement. Further the relationship between satisfaction with mentor and work engagement was fully mediated by perceived organizational support. (Sanchez, 2013)

  A study conducted on happiness, work engagement and perceived organization support among student affair professionals showed that there was a moderate level of happiness and engagement and neutral level of perceived organizational support among these professionals. It was also seen that professionals with longer tenure had higher levels of work engagement, happiness as well as perceived organizational support. (Hempfling, 2015)

Another study was conducted to examine the influence of work engagement, organizational commitment and job satisfaction on intent to leave. It was seen that vigor subscale of work engagement had strongest relationship with intent to leave and absorption subscale had weakest relationship with intent to leave. Further there was no significant relationship found between work engagement and demographic variables of age and gender. (Bond, 2013)

A study exploring the antecedents and consequences of work engagement, burnout and workaholism was conducted on hotel and health care employees. As for antecedents, work engagement was related to job demands and for consequences it was related to physical well-being, organizational commitment and work-family harmony. (Metin, 2010)

An investigation on the mediating role of work engagement between organizational support and job satisfaction was conducted on frontline clinical managers. Results showed that the relationship between perceived organizational support and job satisfaction was partially mediated by work engagement and work engagement was revealed as a significant predictor of job satisfaction. (Peterson, 2015)

A study explored the role of leadership style, leader personality and motivation to lead on work engagement. It was found that work engagement was positively linked to transformational leadership and contingent reward leadership. On the other hand, there was a negative relationship between abusive supervision and engagement. (Taylor, 2012)

A study on hotel employees to explored the antecedents and consequences of work engagement in hotel setting. The antecedents examined were evaluations of self and perceptions of organizational environment and the outcome variables included were intrinsic rewards, job satisfaction, personal attachment to an organization, and the leader-member exchange relationship. It was found that there was a positive influence of core self evaluations and psychological climate on work engagement. Also all the outcome variables had a positive relationship with outcome variables. (Lee, 2012)

Another study was conducted to explore a relationship between engagement, subjective wellbeing and support in workplace. The findings suggested there was a significant relationship of work engagement with organizational support, social support, happiness and satisfaction with life. Work engagement was a predictor of happiness and satisfaction with life, and social support was a predictor of work engagement. (Mathabela, 2013)

- PERFORMANCE

  A study was conducted to study work creativity as a dimension of job performance. The variables under the study were individual differences (conscientiousness, extraversion, proactive personality, and self-efficacy), job characteristics (autonomy, feedback, and supervisor support), creative performance, task performance, and organizational citizenship behaviour and work engagement as a mediator. It was found that task performance, creative performance and organizational citizenship behaviour was positively correlated with all the individual differences and job characteristics. Work engagement resulted as a significant mediator between individual differences and performance, and also between job characteristics and performance. (Reaves, 2015)

  A study investigated the comparative impact of motivation on performance and job satisfaction. The results revealed that there was a stronger positive influence of motivation on job performance rather than on job satisfaction. Further it was also found that job satisfaction has a low significant relationship with performance. (Gure, 2010)

  A study explored the relationship of leader behaviour and follower motivation with performance. The two leadership behaviours examined were initiating structure and consideration and motivation included Pritchard and Ashwood motivational connections. Results indicated that there was a relationship between consideration and performance which was partially mediated by motivation. It was found that performance was predicted by

average of the motivation connections. (Harrell, 2008)

Another study was conducted in which workplace incivility was studied in relation with conflict management styles and its impact on perceived job performance, commitment and turnover. It was found that both workplace incivility and conflict styles had an impact on perceived performance, commitment and turnover intentions. Integrating conflict style was positively related to perceived performance whereas, dominating style had a negative influence on perceived performance. From the findings it was concluded that individuals with integrating conflict style performed better and were more civil and were less inclined towards turnover intention. (Trudel, 2009)

A study was conducted to predict job performance through work context, which included job characteristics, resources and social relationships. Job performance included task performance, organizational citizenship behaviour and counterproductive work behaviour. It was found that social relationships significantly predicted task performance; there was a positive relationship between work overload and counterproductive work behaviour and negative relationship between feedback and counterproductive work behaviour. None of the predictor variables were significantly related to organizational citizenship behaviour. (Poncheri, 2006)

A study examined the impact of fluid ability and crystallized ability on performance across multiple domains. Findings suggested that crystallized ability was a better predictor of performance across all domains (academic performance, training performance and job performance). (Postlethwaite, 2011)

A study on Oncology nurses investigated the impact of job strain and coping strategies on performance. Results depicted that nurses in public hospitals had higher levels of job strain as compared to nurses in private hospital, which lead to lower levels of job performance by nurses working in public hospitals. The relationship between job strain and performance was

partially mediated by coping strategies. (Wazqar, 2015)

- JOB CHARACTERISTICS AND JOB CRAFTING

  In a study that proposed a positive relationship between job crafting and job characteristics, the results showed that there was no significant relationship between job crafting and skill variety as well as job crafting and feedback. For the remaining job characteristics that are task identity, task importance and autonomy, a significant relationship with job crafting was depicted. The sample of the study was 406 sales consultants working in insurance firms. (Gu-Ne, Kim and Young-Min, 2015)

  In another study conducted on 252 hotel employees, which studied job characteristics as the antecedent of job crafting, a positive and significant relationship was obtained between job crafting and skill variety and feedback characteristics of the job. However, for task significance and autonomy, there was no significant effect seen on job crafting. So the study concluded that the significant predictors of job crafting could be skill variety and feedback. (Kanten, 2014)

  Another study investigating autonomy and feedback as antecedents of job crafting found moderating effect of autonomy on crafting behaviour of employees and it was seen that feedback positively stimulates all the employees to craft their jobs. (Tims & Bakker, 2010)

- JOB CHARACTERISTICS AND WORK ENGAGEMENT

  A study was conducted on nurses to investigate the antecedents that effect the engagement of professional nursing staff showed direct effects of job characteristics on work engagement. The sample consisted of 1582 professional nurses. (Matula & Uon, 2016)

  Another study conducted on adolescents to study the antecedents and correlates of work engagement concluded that job characteristics was positively related to work engagement and

among the five job characteristics task identity and task significance were found to be the strongest predictors of work engagement. (Strong,2015)

A study on antecedents and consequences of work engagement showed that organizations that provided high levels of job characteristics results in greater engagement of employees. The study was conducted on 102 employees working in a various organizations. (Saks, 2006)

Another study explored role of employee engagement on work-related outcomes depicted positive relationship between job characteristics and employee engagement. Employees high on skill variety and task significance showed greater levels of engagement. The study was conducted on 656 CEO's from around the world. (Ram & Prabhakar, 2011)

A study conducted on 296 service sector employees to measure the interactional effect of achievement goal orientations and job characteristics including autonomy and skill variety on work engagement showed that interaction of autonomy and goal orientations significantly contributed to work engagement and skill variety contributed directly to work engagement. (Turgut, Sözcükler, Tutkunluk, Hedefleri, & Çeşitliliği, 2013)

- JOB CHARACTERISTICS AND PERFORMANCE

  Most of the empirical work on job characteristics focused on task performance and overall performance and the studies show small, but positive relationships between job characteristics and job performance. Researches exploring the relationship between of job characteristics with contextual performance are scarce.

  Previous researches have shown that there is a significant influence of job characteristics on individual performance. (Indartono, Chiou, & Chen, 2010; Morgeson & Humphrey, 2006, 2008; Humphrey et al., 2007)

  A study showed the influence of job characteristics was greater on task performance as compared to contextual performance. The sample consisted of 139 managers and 373

professionals from 48 organizations from manufacturing, transport and financial companies. (Hernaus & Mikulic, 2013)

A study conducted on 154 employees in metal company studied the effect of job characteristics on task and contextual performance. The results indicated a significant relationship between job characteristics and task performance. (Kahya, 2007)

Another study showed strong positive influence of job autonomy on job performance (Arfanda, 2011)

A study on faculty of agriculture in a University showed a significant positive relationship between overall job characteristics and job performance. Further skill variety, autonomy and feedback and task identity showed a significant positive relationship whereas task significance no influence of job performance. (Phoomphong, 2008)

A study conducted on nurses showed a positive relationship between skill variety, task significance, task identity and autonomy and job performance of nurses. However, there was no relationship found between feedback and job performance. (Chantarapraprab, 2004)

Another study conducted on restaurant industry, it was seen that only job autonomy was significantly positively related to job performance and skill variety, task identity, task significance and feedback were not significantly related to job performance. However, task identity and feedback showed a significant relationship with performance with the mediating role of job satisfaction. (Tungkiatsilp, 2013)

Another study on public service employees in Malaysia which studied the relationship between job characteristics and job performance depicted that the four dimensions- task significance, task identity, autonomy and feedback have a positive significant effect on task performance and skill variety had no influence on task performance. (Eswar, 2013)

Also a study on construction professionals in Nigeria investigated the relationship between task performance and job characteristics. Results showed a significant positive relationship

between task performance and job characteristics. (Onukwube & Iyagba, 2011)

- JOB CRAFTING AND WORK ENGAGEMENT

  The studies on task crafting, relational crafting and cognitive crafting dimensions of job crafting with work engagement are scarce. The job crafting dimensions from the perspective of job demands-resources model has been explored with work engagement. From the perspective of JD-R model the dimensions of job characteristics are seeking resources, seeking challenges and reducing demands. It was seen that seeking resources had a positive relationship and reducing demands had a negative relationship with work engagement and there was no relationship found between seeking challenges and work engagement. (Demerouti, Bakker, & Gevers, 2015)

  A study conducted on service employees revealed that increasing social job resources was the most powerful driver of work engagement followed by increasing challenging job demands, increasing structural job resources, and finally, by decreasing hindering job demands. As a result it can be said that all the dimensions of job crafting are significant predictors of work engagement. (Siddiqi, 2015)

- JOB CRAFTING AND PERFORMANCE

  In a study where indirect effects of job crafting on contextual performance was examined it was seen that seeking resources had a positive indirect relationship with contextual performance through work engagement. A negative indirect relationship was found between reducing demands and contextual performance through work engagement. (Demerouti, Bakker, & Gevers, 2015)

  A study which examined proactive personality as a predictor of in-role performance through job crafting revealed that the employees who sored high on proactive personality were more

likely to craft their jobs and this job crafting behaviour was predictive of in-role performance. (A.B. Bakker, Tims, & Derks, 2012)

A study which examined positive and negative work behaviours like altruism, task performance and counterproductive work behaviour along with job crafting revealed seeking resources was positively related to task performance, decreasing demands was negatively related to task performance, and seeking challenges was positively related to counterproductive work behaviour. (Demerouti, Bakker, & Halbesleben, 2015)

- WORK ENGAGEMENT AND PERFORMANCE

  A study in which work engagement was studied as a predictor of in-role performance and extra-role performance, it was found that there was work engagement was significantly related to both in-role performance and extra-role performance. (Jackson, 2014)

  A study on 54 Dutch teachers revealed that there was a positive association between work engagement and performance. They were positively related. (Arnold B Bakker & Matthijs Bal, 2010)

  Another study which examined conscientiousness as a moderator between work engagement and performance depicted that there was a positive relationship between work engagement and task performance and also between work engagement and contextual performance. (Arnold B. Bakker, Demerouti, & ten Brummelhuis, 2012)

  A study conducted on 665 employees and 52 managers of the representative organizations to examine the role of work engagement between the relationship of human resource practices and employee performance, it was found that there was a significant relationship between work engagement and performance, they were positively related. (Elisabeth & Bernt, 2016)

  A study conducted on Indian higher education system to examine the impact of work engagement on performance revealed a positive significant positive influence of work

engagement on service employee performance. (Gupta, Acharya, & Gupta, 2015)

Another study conducted on hotel employees to examine the relationship between work engagement and employee outcomes showed that work engagement exerted a positive impact on job performance of hotel employees. (Karatepe, 2012)

A study conducted on 1967 Japanese employees to explore the distinctiveness between workaholism and work engagement and their relationship with wellbeing and performance showed that work engagement lead to superior work performance and predicted better wellbeing. (Shimazu, Schaufeli, Kubota, & Kawakami, 2012)

A study conducted on professional helpers reported that there was a positive direct impact of work engagement on self-rated performance of employees. The sample consisted of 258 self-identified professional helpers. (Visser, 2013)

METHODOLOGY

- RATIONALE OF THE STUDY

The present study aims to examine the relationship between job characteristics and performance with serial mediation of job crafting and work engagement. Job characteristics are studied to explore various job outcomes, one of which is performance. Considering performance as one of the most important variable that the organizations expect from employees in today's fast paced industrial world, the study will be conducted on the hospitality industry which is growing very rapidly as a result of increasing tourism in India. Performing good is of utmost importance to both organization and the employees. For organizations, a good performance helps in establishing a good brand image and goodwill in the market which helps in attracting potential customers and retain the loyalty of existing customers. As for employees a good performance boosts their morale, keeps them motivated and creates an environment of positivity which may lead to satisfaction and wellbeing of employees in the workplace. Further to improve performance a new concept of job crafting has been identified which put the employees "in the driver's seat". Job crafting is a proactive behaviour on the part of employees through which they actively reshape and alter their jobs to make it more meaningful and thus, leading to a better performance. Having this opportunity to alter their jobs motivates the employees to be more engaged in their work. Engaged employees are the ones who are willing to "go the extra mile" with a positive attitude. Being engrossed, enthusiastic and zealous about their work motivates the employees to enhance their performance. Engaged employees focus on how to make things work in a difficult situation rather than complaining or escaping from the situation. Such employees are the most valuable assets to any organization and even the organizations don't hesitate to invest in such employees to reach their full potential and grow with the organization.

Further job crafting being a new concept, it's still in the infancy stage of empirical testing and has not been amply explored. Also over the years, only task and contextual facets of performance have been given more importance. In this study a third dimension, counterproductive work behaviour has also been included to scrutinize the behaviour of employees that goes against an organization's interest and may harm the image of an organization. By exploring this dimension the researcher wants to examine the possible detrimental effect that job crafting behaviour may result in. So the researcher aims to study how employees alter the predetermined parameters of their jobs to suit their own pace and comfort to engage themselves in their work and improve the performance.

- OBJECTIVES

1. To examine the relationship between the various constructs of:

a) Job characteristics and job crafting.

b) Job characteristics and work engagement.

c) Job characteristics and performance.

d) Job crafting and work engagement.

e) Job crafting and performance.

f) Work engagement and performance.

2. To study the meditational influence of

a) Job crafting between job characteristics and performance.

b) Work engagement between job characteristics and performance.

3. To scrutinize the potential serial meditational role of job crafting and work engagement between job characteristics and performance.

- HYPOTHESES

1. There will be no relationship between

a) Job characteristics and job crafting.

b) Job characteristics and work engagement.

c) Job characteristics and performance.

d) Job crafting and work engagement.

e) Job crafting and performance.

f) Work engagement and performance.

2. Job crafting will not significantly mediate the relationship between job characteristics and performance.

3. Work engagement will not significantly mediate the relationship between job characteristics and performance.

4. There will be no significant relationship between job characteristics and performance through causally lined multiple mediators of job crafting and work engagement.

- SAMPLE

  The total sample will consist of 200 middle level managers working in hotel industry.

- INCLUSION CRITERIA

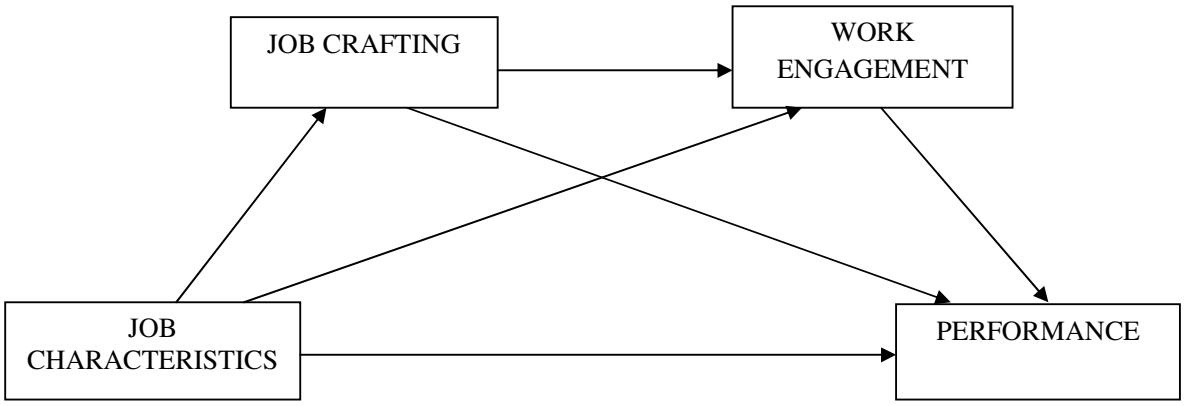
1. Individuals working in 5 star hotels at middle level of management.
2. Individuals with a minimum qualification of diploma in hotel management.
3. Minimum association with the present organization should be 3 years.

- EXCLUSION CRITERIA

1. Individuals working at lower level and top-level of management.
2. Newly employed individuals.
3. Individuals on probation period.

- RESEARCH DESIGN

  A correlational design based on causal relationship (a serial multiple mediator model with two mediators) will be employed in the light of above mentioned objectives and hypotheses.



- PROPOSED MEASURING TOOLS TO BE USED

1. Job Diagnostic Survey (JDS) by Hackman and Oldham (1980)
2. Job Crafting Questionnaire (JCQ) by Slemp and Vella-Brodrick (2013)
3. Utrecht Work Engagement Scale-9 (UWES-9) by Schaufeli, Bakker and Salanova (2006)
4. Individual Work Performance Questionnaire 1.0 (IWPQ 1.0) by Koopmans et al., 2014

- PROPOSED STATISTICAL ANALYSIS TO BE USED

1. Mean
2. Standard Deviation
3. Correlation
4. Serial Multiple Mediation through PROCESS Macro (Hayes, 2012) in SPSS

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